

3-26-68

NOTE FOR: Mr. Bannerman

SUBJECT : Comments on Retirement Rationale Draft

1. It seems to me that we want to emphasize the necessity for a quality product produced under various stresses and strains -- including overseas collection, which in turn requires a constant input of the best brains, physically fit and mentally alert personnel, etc. Our problems are: 1) to increase the capability of this group of personnel through professional training and varied assignments to expose them to the full gamut of career experience and, 2) to retain this body of expertise through the productive span of each individual's work life. In order to retain these people we must see that they achieve continued promotions and increased responsibility or else they will seek these opportunities in other fields of endeavor.

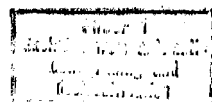
2. This productive span of years tends to decrease generally around age 60 but varies with the individual and the job expected of him. Coincidentally, senior people approaching this age must be moved out in order to make room for those who are pushing from behind. Therefore a policy of retirement at age 60 is generally applicable to the Agency, with exceptions allowing for earlier retirement for those personnel in the CIA Retirement System who so opt, and extensions beyond age 60 for individuals who are still productive and who fully fit the needs of the Agency.

3. If the above is generally the rationale for our policy, then it is a matter of semantics. In commenting specifically on your paper, I would suggest the following:

a. End your second paragraph with a period after "...and experience." This eliminates the possibility of interpreting the paragraph to mean that increased years of professional intelligence experience is what the Agency is after -- e.g., that we should be retaining older employees.

b. Change your first sentence in paragraph 3 to read "...to replenish our staff of personnel with individuals of the highest qualifications." I see no reason to qualify the seeking objective.

c. Rephrase your sentence in paragraph 3 "...to accomplish these dual objectives, Agency management must require that those employees who cannot continue to cope with the demanding requirements and who have passed their more productive years..." As presently worded, this implies an agreement on the part of the employee that he "cannot continue to cope with the demanding requirements." This is a management determination and not



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-2-

employee determination. I would suggest wording along the lines of "To accomplish these dual objectives Agency management must see to it that employees are not retained after they have lost the combination of qualifications which are considered to be essential." (A lift from Larry Houston's paper)

d. In paragraph 4 reword the third sentence to read "That policy has evolved with various changes in the law to retirement at age 60 with 20 years accreditable service for those..." The use of the word "subsequent" carries the connotation that further changes in the law followed an original statement in the law; this, of course, is not so as the Agency itself established a "policy" which was not based on law.



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